

UNIVERSITI TEKNOLOGI MARA

**INSTRUCTIONAL LEADERSHIP OF PRINCIPALS
IN SECONDARY SCHOOLS IN KLANG**

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Dissertation submitted in partial fulfillment of the requirements for the
degree of

**Master of Education
(Educational Management and Leadership)**

Faculty of Education


FEBRUARY 2015

AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with regulation on Universiti Teknologi MARA. It is original and is the result of my own work otherwise indicated or acknowledged as referenced work. The thesis has not been submitted to any academic institution or non-academic institution for any other degree or qualification.

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ABSTRACT

The purpose of this study was to identify the principals and teacher's perception of Instructional Leadership in 2 secondary schools in Selangor. Two secondary schools from Sekolah Menengah Kebangsaan (SMK) were selected for the study. Data were collected using interview techniques. The questionnaire was distributed to selected principals and 2 teacher respondents with 7 interview questions used. The study focuses on : practice (roles and responsibilities) , challenges and benefits of Instructional Leadership. A majority of respondents agreed that there are many instructional programmes have been implemented to enhance Instructional Leadership in school. They agreed that there are positive impacts to the school, LADAP (Latihan Dalam Perkhidmatan) and others can increase the professionalism among teachers and enhance the teaching and learning of teachers. Instructional Leadership others can increase the professionalism among teachers and enhance teaching and learning positively to teachers with great efficiencies. In this study, Hallinger & Murphy instrument was used to measure the Instructional Leadership. The instrument developed by Hallinger & Murphy (2008) consisted of three dimensions namely Defining The School Mission, Managing The Instructional Program and Creating A Positive School Climate. The findings indicated that there was difference in principal's and teacher's perception of Instructional Leadership. On the other hand, the finding indicated that teachers from different types of school have different perceptions toward Instructional Leadership of their principals. This study provides some recommendations for improvement of practices and future research.

Keywords : *Instructional Leadership, Principal, Secondary school*

ABSTRAK

Tujuan kajian ini adalah untuk mengenal pasti persepsi pengetua dan guru Kepimpinan Instruksional di 2 buah sekolah menengah di Selangor. Dua buah sekolah menengah dari Sekolah Menengah Kebangsaan (SMK) telah dipilih untuk kajian ini. Data dikumpul dengan menggunakan teknik temubual. Soal selidik telah diedarkan kepada pengetua dipilih dan 2 responden guru dengan 7 soalan temubual digunakan. Kajian ini memberi tumpuan kepada: amalan (peranan dan tanggungjawab), cabaran dan manfaat daripada Kepimpinan Instruksional. Majoriti responden bersetuju bahawa terdapat banyak program pengajaran telah dilaksanakan untuk meningkatkan Kepemimpinan Instruksional di sekolah. Mereka bersetuju bahawa terdapat kesan positif ke sekolah itu, LADAP (Latihan Dalam Perkhidmatan) dan lain-lain boleh meningkatkan profesionalisme di kalangan guru dan meningkatkan pengajaran dan pembelajaran guru. Selain itu, Kepemimpinan Instruksional boleh meningkatkan profesionalisme di kalangan guru dan meningkatkan pengajaran dan pembelajaran secara positif kepada guru dengan kecekapan yang besar. Dalam kajian ini, Hallinger & Murphy instrumen telah digunakan untuk mengukur Kepimpinan Instruksional. Instrumen yang diperkenalkan oleh Hallinger & Murphy (2008) terdiri daripada tiga dimensi iaitu Mendefinisikan Misi Sekolah, Pengurus Program Pengajaran dan Mewujudkan Iklim Sekolah Positif. Dapatan kajian menunjukkan bahawa terdapat perbezaan persepsi pengetua dan guru terhadap Kepimpinan Instruksional. Sebaliknya, dapatan menunjukkan bahawa guru-guru dari jenis sekolah mempunyai persepsi yang berbeza terhadap Kepimpinan Instruksional pengetua mereka. Kajian ini memberi beberapa saranan untuk penambahbaikan amalan dan kajian masa depan.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presented the overview of the study. In this chapter, background of the study, statement of problems, research objectives and questions, significance of the study, research limitations and term of definition were discussed.

1.1 Background of The Study

In Malaysian schools, principal's leadership becomes important due to the highly demanding of principals' pattern of practices in all schools in which parallel with the objectives in the National Education Blueprint. A principal is a head of the school who needs a way of leadership in order to upgrade the performance of the school. According to Hallinger (2003), he proposed that the pattern of principal's practices as instructional leaders among principals which was based on four dimensions which are : i) principal must define and establish school goals or mission ii) manage an instructional program in school iii) promote learning environment in school and iv) to create friendly and cooperative school environment.

Principal is the most prominent and highly influential person in school. This is because he is the 'agent of change'. Therefore, a Principal must be able to define and establish its goal by creating its own vision and mission. As an agent, the Principal can directly give the impact to teachers and student development (Alimuddin, 2010). Besides that, teachers and students in school receive instructions from Principal in all activities which had been planned throughout the years. With good instruction from the principal, it leads to excellent performances of teachers and students which are of the most priority targets and benchmark of the Principal's achievement (Barth, 1991).